

Organizational Citizenship Behavior as a Mediator of the Effect of Organizational Commitment and Job Satisfaction on Performance

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ARTICLE INFO	ABSTRACT
<p>Keywords: organizational commitment, job satisfaction, organizational behavior citizenship, performance</p>	<p><i>This study aims to test and analyze the effects of: 1) organizational commitment on organizational citizenship behavior, 2) job satisfaction on organizational citizenship behavior, 3) organizational commitment on performance, 4) job satisfaction on performance, 5) organizational citizenship behavior on performance, 6) organizational commitment on performance through organizational citizenship behavior, and 7) job satisfaction on performance through organizational citizenship behavior. The research was conducted at PT. Waskita Karya Jakarta Building Division, with a sample size of 213 employees selected using proportional random sampling. Data were collected through questionnaires and analyzed using Smart Partial Least Square (SPLS) method. The results indicate that organizational commitment and job satisfaction positively affect organizational citizenship behavior and employee performance. Additionally, organizational citizenship behavior mediates the effects of organizational commitment and job satisfaction on performance. In conclusion, this study emphasizes the importance of fostering organizational commitment and job satisfaction to enhance organizational citizenship behavior, ultimately leading to improved employee performance.</i></p>

INTRODUCTION

Human Resource Management (HRM) is something important in a company, especially its role in providing a competitive advantage for the company, as well as in facing technological advances in the future. Furthermore, the contribution of human resources to competitive advantage will be achieved if there are efforts to develop human resource strategies related to the company's strategy. In addition, MSDM can act as an equal partner in the strategic planning process, so that its role is not only to adjust HR activities to the company's strategic demands (Dessler, 2018).

In addition to the explanation above, employee performance is important to consider. Because if the performance of employees is not good, it will have an impact on the company's performance is also not good. Here are the data that support this statement. Paying attention to table 1 below, it appears that the performance of PT Waskita Karya (PERSERO) Building Division as of December 31, 2023 has deviated

Table 1.1: PT. Waskita Karya (PERSERO): Buildin Division
As of 31 December 2023

No	Project Code	Target (%)	Progress (%)	Deviation (%)
1	SPUINJ	90	66.78	23.22
2	SZGMS	100	89.20	10.80
3	NPR	100	87.23	12.77
4	PBAT-1	100	94.44	5.56
5	CGBA	100	93.75	6.25

6	JLMB	100	98.75	1.25
7	PPTJS	100	86.67	13.33
8	PRSUDT	100	86.55	13.45
9	RKBA	70	41.54	28.46
10	GCM-2I	70	42.67	27.33
11	TTM	90	75.00	15,00
12	PGMUINB	70	46.11	23.89
13	RGPPGC	70	55.69	14.31
14	PPPGC	90	70.77	19.23
15	IKSB	90	79.07	10.93
16	MBS	90	77.68	12.32
17	PKTMII	70	51.85	18.15
18	MBBA	90	78.88	11.12
19	THB	90	77.66	12.34
20	ASKJ	70	53.33	16.67
21	THM	100	87.55	12.45
22	PDPTKSB	100	88.89	11.11

Source: PT Waskita Karya (PERSERO)

Based on the results of interviews with several employees of PT Waskita Karya (PERSERO) Building Division, the deviation occurred because the organization's commitment decreased, indicated by the pride of being part of the company decreased, In addition, job satisfaction also decreased indicated by satisfaction with the condition of the work environment decreased. Related to this, the research of (Kharisma et al., 2019) proves that organizational commitment and job satisfaction **have no effect** on performance. On the other hand, research by (Fitri & Endratno, 2021), (Cahyani, 2019) proves that organizational commitment and job satisfaction **influence** performance.

Listening to the explanation above, it can be stated that the novelty of the current research lies in the existence of a new variable, namely the mediation/intervening variable in the form of OCB and the analysis tool is Smart Partial Lease Square (PLS), so that the results of this study are able to develop the results of previous research, where the current research tests and proves the direct influence of organizational commitment and job satisfaction on performance and indirect influence organizational commitment and job satisfaction to performance through OCB

Based on the explanation above, the purpose of this study is to test and analyze the influence: 1) organizational commitment to organizational citizenship behavior, 2) job satisfaction to organizational citizenship behavior, 3) organizational commitment to performance, 4) job satisfaction affects performance, 5) organizational citizenship behavior to performance, 6) organizational commitment to performance through organizational citizenship behavior, 7) job satisfaction to performance through organizational citizenship behavior

Organizational Commitment, refers to the identification of employees' goals with organizational goals, the willingness to exert all efforts in the interests of the organization and attachment to remain part of the organization (Williams et al., 2019). Furthermore, (Luthans et al., 2021) defines organizational commitment as an attitude that shows employee loyalty and is a continuous process of how an organization member expresses their concern for the success and goodness of their organization. (Steers & Sánchez-Runde, 2017) stated that organizational commitment needs to be grown through 3 aspects, namely: a) identification, b) involvement, and c) employee loyalty to the organization. Furthermore, (Robbins & Coulter, 2009) stated that there are 4 main factors that affect organizational commitment, namely: a) personal characteristics, b) role and job characteristics, c) structural characteristics, d) work experience

Job Satisfaction, is the emotional state of employees where there is or is not a meeting point between the value of employee work remuneration from the company or organization and the level of service remuneration that the employee concerned wants. Reciprocate the services of these employees, both in the form of financial and non-financial (Mangkunegara & Prabu, 2017). (Hasibuan, 2008) stated that there is no absolute level of satisfaction benchmark, because each individual employee has a different satisfaction standard. Job satisfaction indicators can be measured by high discipline, good work morale and small employee turnover, so

relatively employee job satisfaction is good. On the other hand, if discipline is low, work morale is low, and employee turnover is large, then employee job satisfaction decreases. Dissatisfied employees will have a negative attitude towards their work and environment. Employee dissatisfaction has different forms between one employee and another

Organizational Citizenship Behavior (OCB), is an individual's contribution that exceeds the demands of roles in the workplace. This OCB involves several behaviors including helping others, volunteering for extra tasks, obeying rules and procedures in the workplace. These behaviors describe "employee added value" which is a form of prosocial behavior, namely positive, constructive and meaningful social behavior that helps (Aldag & Reschke, 1997). Organizations certainly want human resources who have OCB behavior to improve their performance (Muslih et al., 2024). One of the efforts made by the company in order to improve employee OCB behavior is by paying attention to factors that encourage OCB behavior such as job satisfaction and organizational commitment (Putra and Sudibya, 2018). OCB behavior is not a requirement written in the formal job description and apart from a binding contract with the company, but rather a choice of each individual so that OCB behavior has a free and explicit nature (Dewi, 2018).

Performance, (Veithzal & Sagala, 2004) states that performance is the result of the relationship between effort, ability and perception of tasks. High performance is a step towards the process of achieving organizational goals. Therefore, efforts are needed to improve this performance. Furthermore, (Wibowo & Suseno, 2017) stated that several characteristics of employees who have high performance, namely: (1) achievement-oriented, high-performing employees have a strong desire to build a dream about what they want for themselves, (2) confident, high-performing employees have a positive mental attitude that leads to act with a high level of confidence, (3) self-control, employees with high performance have a very high sense of self-discipline, (4) competence, employees with high performance have developed specific abilities or outstanding competencies in their chosen area, (Apono & Rivai, 2018) explained that the factors that can affect a person's performance are: individual factors and work situation factors. Individual factors such as differences in interests, attitudes, types of needs and others. Factors of the work situation such as: job characteristics, nearby work environment and others.

The aims of this research are to examine and analyze: (1) the effect of organizational commitment on organizational citizenship behavior, (2) the effect of job satisfaction on organizational citizenship behavior, (3) the impact of organizational commitment on employee performance, (4) the influence of job satisfaction on employee performance, (5) the effect of organizational citizenship behavior on employee performance, (6) the mediating role of organizational citizenship behavior in the relationship between organizational commitment and employee performance, and (7) the mediating role of organizational citizenship behavior in the relationship between job satisfaction and employee performance.

METHOD

This study uses explanatory research, conducted at PT. Waskita Karya (Perseo) Building Division in May-June 2024. The population is 456 employees, then sampled with the Slovin formula in (Sugiyono, 2015) and with proportional random sampling of each department, a sample of 213 employees was obtained. Primary data related to the research variables were obtained by questionnaires given via google form. Once the data is collected, it is analyzed with Smart Partial Least Square (SPLS). However, previously tests were carried out for validity, reliability, feasibility of the model, and linearity. The hypothesis was tested by a t-test with 5% alpha

RESULTS AND DISCUSSION

The results of the validity, reliability, feasibility and linearity tests of the model are summarized in Table 1. Furthermore, the results of the hypothesis test using Smart Partial Least Square are summarized in Table 2:

Table 1: Summary of Test Results: Validity, Reliability, Model Feasibility, and Linearity

Uji	Test Equipment	Result	Conclusion
Validity	Pearson Model Correlation	Less than 5%	Valid
Reliability	Alpha Cronbach	Greater > 0.6	Reliable
Model qualifications	R2	Greater > 0.6	The model is decent
Linieritas	Curve Fit	Less than 5%	Linear

Table 2: Results of Hypothesis Test with Smart Partial Lease Square

Explanation	Path Coefficients	p-value	Hypothesis
H1: x1 => y1 (direct influence)	0.515	0.000	diteuima
H2: x2 => y1 (direct influence)	0.292	0.000	diteuima
H3: x1 => y2 (direct influence)	0.385	0.000	diteuima
H4: x2 => y2 (direct influence)	0.379	0.000	diteuima
H5: y1 => y2 (direct influence)	0.379	0,000	Accepted
H6: x1 => y1 => y2 (indirect influence)	Specific Indirect Effects 0,010 < 0,05	p-values	Accepted
H7: x2 => y1 => y2 (indirect influence)	Specific Indirect Effects 0,010 < 0,05	p-values	Accepted

DISCUSSION

Job Satisfaction Affects Organizational Behavior Citizenship

The research data shows that the organizational commitment variable with the x1.9 indicator, namely "I feel proud to be a part of this company", has the first lowest score of 3.34. Therefore, the existence of the x1.9 indicator needs to be corrected. In the future by communicating the company's vision and mission clearly and completely, because employees want to know that all their tasks that they do every day are part of the success of the company's vision and mission. Ensure that employees know the company's objectives in a macro and micro way. A clear and detailed plan of how the company will move from X to Y will provide employees with a roadmap of how their functions drive the company's progress. Setting clear goals gives you a focus on the work that really matters. Letting employees understand the big picture can help them find space to streamline inefficiencies that go unnoticed. This saves organizations time and money, while also providing them with accomplishments they can be proud of

Organizational Commitment Affects Employee Performance

The research data shows that the job satisfaction variable with an indicator of x2.3, namely "job satisfaction with work environment conditions", has the lowest score, which is 3.50. Therefore, in the future the existence of the x2.3 indicator needs to be improved by providing a place to relax for a while. A room to rest is also no less important for employees who are tired from work. Usually, break rooms are provided by companies for employees who have a high number of working hours. The lounge can be equipped with a *single mattress*, or a comfortable thick carpet. With initiatives like this, it is guaranteed that employees in the office will be more enthusiastic about working

Organizational Commitment Affects Employee Performance

The research data proves that the variable of organizational commitment with an indicator of x1.7, namely "Work for me is loyalty", has the second lowest score, which is 3.57. Therefore, in the future, the existence of these indicators needs to be improved by providing opportunities for employees to participate in company decision-making. Providing opportunities for employees to provide input and ideas to the company will make them feel valued and play an active role in the company's success. In addition, providing employee development opportunities by providing training, seminars, or *workshops* is an effective way to increase employee loyalty. Employees who feel that the company pays attention to their career development, will feel valued and attached to the company which in the end has high loyalty.

Job Satisfaction Affects Employee Performance

The research data proves that the job satisfaction variable with the x2.1 indicator, namely "job satisfaction with supportive fellow colleagues", has the second lowest score, which is 3.63. Therefore, in the future, the existence of the x2.1 indicator needs to be improved in a way that employees need to help each other if there are colleagues who are struggling. If we want to help others first, then one day if we have difficulties, then that person will also help when we are in difficulty. In addition, it is also necessary to respect and appreciate fellow employees regardless of status

Organizational Citizenship Behavior Affects Employee Performance

The research data shows that the *organizational citizenship behavior* variable with the y1.5 indicator, namely "I behave voluntarily participatory", has the lowest score, the first is 2.92, Therefore, in the future the existence of the y1.5 indicator needs to be improved by creating a working group. Working groups are the cornerstone of participatory initiatives. Companies can engage employees constructively by organizing work

groups to oversee specific projects, review policies, or shape business strategies. These groups empower employees to contribute beyond their routine tasks, creating a sense of belonging and increasing investment in the company's success. Give employees autonomy

CONCLUSION

The results of this study conclude that: first, organizational commitment affects organizational behavior citizenship. The higher the organizational commitment, the higher the organizational behavior citizenship. Second, job satisfaction affects organizational behavior citizenship, the higher the job satisfaction, the higher the organizational behavior citizenship. Third, organizational commitment affects employee performance. The higher the organization's commitment, the higher its performance. Fourth, job satisfaction affects performance, the higher the job satisfaction, the higher the performance. Fifth, organizational behavior citizenship affects employee performance. The higher the organizational behavior, the higher the performance. Sixth, organizational citizenship behavior is able to increase/mediate the influence of organizational commitment on employee performance. The higher the organizational citizenship behavior, the higher the influence of organizational commitment on employee performance. Seventh, organizational citizenship behavior is able to increase/mediate the influence of job satisfaction on employee performance. The higher the organizational citizenship behavior, the higher the influence of job satisfaction on employee performance

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